

**Attachment A****Guiding Principles for decisions related to the Viaduct/Seawall Project**

Guiding principles embody specific intentions, preferences and values to help define the framework for short-term and long-term decisions on the Alaskan Way Viaduct/Seawall Project. These principles embody the vision for integrating transportation and the waterfront in Seattle. Decision-making around this vision is one of our most important civic opportunities – and is about community development, not just a transportation project.

**Core Principles:**

1. Balance and Integration. Integrate human activities, economic development, nature, and transportation to create a functional, ecologically sound, and beautiful front door to Seattle. All structural elements must contribute to that balance.
2. Destination and Movement. Be consistent with the Purpose and Need Statement for the Project, to maintain or improve mobility and accessibility for people and goods through the Alaskan Way Viaduct Corridor.
  - a. Improve the waterfront's accessibility as a destination for people incorporating a series of public spaces, while acknowledging its critical role as a transportation corridor to and through Downtown.
  - b. Ensure that the multiple modes of transportation serving the waterfront are well integrated with each other and with the larger downtown and regional transportation network. Maintain appropriate access to downtown.
  - c. Make safety for travelers, both pedestrians and in vehicles, a key criterion.
  - d. Design transportation systems that implement the goals of Seattle's Comprehensive Plan. Give priority to the movement of freight and of pedestrians, bicycles, transit, and HOV, not single occupancy vehicles.
  - e. Ensure that freight movement during and after construction is predictable and reliable. Include access to Ballard/Interbay via Western/Elliott.
  - f. Improve pedestrian connections - especially east-west - between other Center City areas and the waterfront. Minimize pedestrian-auto conflicts.
  - g. Include no net increase in road width on Alaskan Way north of Yesler.
  - h. To integrate with the redesigned transportation system for South Lake Union, give lowering Aurora and reconnecting the street grid over Aurora every opportunity to become the preferred alternative for that segment.
3. Economic and Community Development. Promote a healthy economy and attract investment to the Puget Sound region. Ensure that the project includes WMBE goals, a multicultural work force, and access for people with disabilities.
  - a. Ensure that public right-of-way remains in public ownership.
  - b. Ensure that the project promotes the development of the waterfront as a modern, urban, working waterfront.
  - c. In any tunnel option, strive to minimize noise impacts on the Pike Place Market and maximize connections from the Pike Place Market to the waterfront, e.g., by including lids over SR 99 as far north as physically

**DRAFT**

- practicable that minimize impacts on the waterfront environment and increase the amount of usable space to be created.
- d. Establish a strong connection between Pioneer Square and the waterfront through Pier 48.
  4. Environmental Sustainability. Design for ecological sustainability, no adverse effects on existing conditions, and adaptive management as a key project tool.
    - a. Seek opportunities to restore the natural environment and ecological health of the Elliott Bay and waterfront zone. Minimize the footprint of any over-water structures such as the ferry dock.
    - b. Include opportunities to be ecologically restorative, enhance marine habitat and salmon migration, and integrate natural drainage strategies.
    - c. Design the Seawall replacement to reflect these principles. Coordinate with the transportation system as much as possible.
  5. Public Involvement. Inform the public and seek citizen comment during the decision-making process. Public involvement is essential to making wise choices and to securing funds for the project.

**Other Guiding Principles:**

1. Authenticity and Identity. Reflect the values of the community and the nature of the environment at this time, with history as our teacher.
2. Diversity and Flexibility. Leave open opportunities for flexibility in decision-making and the ability to respond to changing conditions in the waterfront and transportation environment. Plan for the future in a manner that recognizes the area's dynamic nature and the likelihood that conditions will change over time.
3. Maintain Regional Focus. State Route 99 is a regional facility, and the design and funding plans should reflect regional values and benefits. Continuation of the collaboration between the state, city, and regional decision makers is crucial to the success of the project. Planning should account for regional economic benefits.
4. Maintain Safety and Manage the Transition. Develop a "Safety and Transition Plan" as swiftly as possible that includes:
  - a. An Emergency Closure Plan to improve our odds of managing mobility if the Viaduct has to be shut down due to further damage;
  - b. A Construction Strategy that will consider the possibility of closing the Viaduct during construction to save money and time;
  - c. A Targeted Investment Strategy that will identify investments that increase the viability of these Plans and provide long-range transportation system benefits and alternate routes during construction;
  - d. The Center City Access Strategy and a Flexible Transportation Strategy;
  - e. Managing the construction period to minimize economic impacts.
5. Create a Viable Financing Plan.
  - a. Develop a realistic financial plan with options and contingencies to accompany decision-making and update it on a regular basis.
  - b. Evaluate costs and benefits through a life cycle cost methodology on the basis of a 50 to 100 year timeframe. Use asset management principles to evaluate alternatives.

- c.** Consider imposing tolls on either the viaduct or the regional system as part of the financing plan, and consider variable pricing of lanes to facilitate the smooth flow of traffic during peak hours.